

The Profile of Courses (see illustration) is offered to managers and supervisors in all Directorates of the Agency as guidance for planning a reasonably systematic, yet flexible, training program for the professional development of their employees.

This approach does not constitute a radical shift in Agency training philosophy or content. Rather, the Profile arranges courses and other training opportunities into a cohesive pattern designed to provide a rational guide to training for immediate needs within a framework of a more total plan throughout an individual's career. Used in this fashion, training can be a significant tool in career management.

Essentially, the Profile consists of five categories of training available to Agency employees:

A. core program consisting of a series of all-Directorate courses which focus on Agency activities, problems and broad managerial considerations; the intelligence community; U. S. foreign policy; and international and domestic factors which affect U. S. foreign policy, interests, and intelligence activities. Specific courses in this category are recommended at stages of an individual's career, beginning with the initial stage of employment and proceeding at flexible intervals of 5 to 10 years and with increasing sophistication to middle and senior levels of responsibility. Courses in this category should be regarded as providing essential background to an employee's assignment and professional growth in the Agency; they endeavor through constant updating and modification to provide perspective and to be informative and thought provoking; they ordinarily do not provide training in specific skills.

B. general skills training applicable Agencywide; courses in this category typically are offered to employees on the basis of multi-Directorate enrollment, to be taken whenever needed in terms of a job demand, e. g., as a supervisor, briefing officer, etc., not associated exclusively with a given Directorate or component.

C. specialized skills training normally relating to a job demand within a given Directorate; courses in this category may be taken at any time in an individual's career, depending upon the nature of his or her assignment, experience and prior training.

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D. training conducted by Agency components other than the Office of Training; usually these are highly specialized courses offered by a component for its own employees but, in some instances, for other Agency employees as well. Among these components are the Office of Communications, the National Photographic Interpretation Center, and Imagery Analysis Service, the Technical Services and [] the Clandestine Service, the Directorate for Science and Technology, the Office of Computer Services, and others. A number of these courses merit consideration for employees assigned to components other than the one conducting the training. ~~In several~~ References to or descriptions of some of these courses are presented in a special section of this Catalogue.

E. external training in a wide variety of programs; this is offered to employees when, in the judgment of Agency officials, such training is regarded as valuable in terms of both general development and specialized need and is not available within the Agency. Among the many full- and part-time opportunities in this category are the senior service schools, Federal institutes, management schools and programs, and academic programs at colleges and universities. These opportunities also are described more fully in a special section of this Catalogue.

Managers, supervisors and training officers throughout the Agency would do well to gain a thorough knowledge and understanding of all categories of training available -- within the Office of Training, in other Agency components, and externally -- in order to plan purposefully for the professional development of their employees.

The Office of Training, recognizing the rapidity of change in virtually all facets of the Agency's responsibilities and concerns, is striving to assure that training opportunities are current, pertinent, and forward looking. To that end, suggestions and cooperation from operating officials and students are continually and earnestly sought.

LISTING OF SPECIFIC COURSES BY CATEGORY
(see Alphabetical Listing for Detailed Course Descriptions)

A. The Core Program

I. Initial Stage (EOD to approximately five years)

Intelligence & World Affairs Course (required at EOD)
Managerial Grid (recommended after 3 to 5 years' service)

II. Midlevel Stage (approximately 5 to 10 years' service)

Midcareer Course
Advanced Intelligence Seminar

III. Senior Stage (approximately 15 or more years' service)

Senior Seminar

B. General Skills Training (applicable Agencywide)

Administrative Procedures
Advanced Management (Planning)
Briefing Techniques
Clerical Induction
Clerical Orientation
Clerical Refresher (Typing & Shorthand)
Conference Participation
Effective Listening
Fundamentals of Supervision & Management
Map Reading
Orientation for Overseas
Performance Appraisal Workshop
Planning and Control of Work
Reading Improvement
Writing Workshop

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C. Specialized Skills Training (by Directorate)

1. Clandestine Service (for CS distribution only)

a. General Operations

Basic Operations Course
Advanced Operations Course
Chiefs of Station Seminar

b. Counterintelligence

Counterintelligence Survey
Counterintelligence Operations

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c. Covert Action

Introduction to Covert Action

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d. Area Operations

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Soviet Bloc Operations
Vietnam Operations (conducted by FE Division)
Vietnam Province Orientation

e.

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Weapons and Defensive Driving

f. Scientific and Technical

Clandestine Scientific and Technical Operations

g. Intelligence Reporting

Information Reports Familiarization
Information Reporting, Reports, and Requirements

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h. Operations Support and Records Management

Administrative Procedures
CIA Review
Clandestine Service Records I
Clandestine Service Records II (Biographic Research)
Clandestine Service Records III (Records Officer Briefing)
Field Finance and Logistics
Field Operations Familiarization

i. Area Study and Foreign Language Training

China Familiarization
Geography of China
USSR Country Survey
Foreign Language Courses (individual)

2. Directorate for Intelligence

a. Functional Training

Intelligence Production
Intelligence Research Techniques
Intelligence Writing Techniques
Introduction to Map Reading & Imagery Analysis

b. Area Study & Foreign Language Training

China Familiarization
Geography of Communist China
Geography of the USSR
USSR Country Survey
Foreign Languages (individual)

3. Directorate for Science & Technology

Intelligence Production
Project Officer in the Contract Cycle
Special Clandestine Operations Orientation for DDS&T
Foreign Languages (individual)

4. Support Services

Field Finance & Logistics
Field Operations Familiarization
Instructor Training Workshop

Project Officer in the Contract Cycle
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Support Services Review: Trends & Highlights
Foreign Languages (individual)

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Except where noted in the above listing, all courses are conducted by the Office of Training. Form 73, "Request for Internal Training" is required in all instances and must be received one week prior to the beginning of a course unless stated otherwise in the specific course description.

Individual foreign language courses are described in a special section of this Catalogue under "Language School".

For additional information on Component or External Training, please turn to the special sections of this Catalogue devoted to these categories.

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